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13 May 1957

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT: Role of the Director of Personnel

REFERENCE: DDCI's question on memo to DCI from D/Pers dated
30 Apr 57, same subject

1. The recommendation in paragraph 3 will not require more personnel officers in each component. Personnel officers at that level are not decision makers and, consequently, their load of work will remain about the same no matter who makes the decisions. We believe that there is a need for greater centralization of personnel activities in the DD/P, in support of Mr. Wisner as head of the "D" Career Service; but, this will not result in an overall increase in the number of personnel officers assigned to that service.

2. In practical terms, decentralization means transferring from the Office of the Director, the Career Council, and the Director of Personnel to the heads of the career services a large measure of the responsibility for planning the future of the Agency career services and for introducing and implementing rules and procedures which will ensure that these plans are realized. As I mentioned in my paper, there is already a strong trend in this direction. The Communication Career Service can be cited as an example of successful independent planning and management.

3. The first step that we would take at this time would be that outlined in paragraph 8e(2) on page 5, in which the drafting of the basic table of staffing requirements is described. In the process of drafting these tables, the Office of Personnel will provide statistical and analytical information to the heads of career services which is basic to personnel management and which, although heretofore available, has not been acted upon. It will be our further purpose to force decisions and the resultant development of policies for each of the career services in the fields of salary administration, promotion, rotation, recruitment, assessment, and elimination.

4. In all honesty, I cannot promise that this decentralization will solve our problems; but, since I have the impression that the Agency is drifting in the personnel field (ever higher grades, more people, maldistribution of age groups), I strongly recommend that each career service be made to face up to its own peculiar problems and with the help of the Office of Personnel do what it can to solve them.

Gordon M. Stewart
Director of Personnel

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